

AN EMPIRICAL STUDY OF PERFORMANCE MANAGEMENT AS A MANAGERIAL TOOL FOR THE DEVELOPMENT AND IMPROVEMENT IN EMPLOYEES' JOB PERFORMANCE IN ORGANISATION

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ABSTRACT

Employee performance is significant for the development and increases in organisation productivity, employee performance is determined by the goals employees set to achieve and it can also be attributed to internal factors in the organisation that can improve performance. The study find that employees motivation, leadership role, training programme and effective feedback information management have significant influence in improvement of employees performance. The study conclude that employees performance can be improve where the leadership role in organisation ensure effective employee motivation, inspiration, positively attitude to work and towards achieving the goal setting, reward, promotion, appreciation and by provide necessary tools for work. Proper and effective organised training program has influence on employee performance, and when employees knows the result of their previous performance it makes the employee to improve in present, future task and for improving performance.

Keywords: *Performance, motivation, leadership, training and development, feedback. Goal*

INTRODUCTION**1.1 Background to the Study.**

Performance management is a systematic process for improving individual, team and organisation performance. Strategic performance management focuses on what needs to be done to help the organisation achieve its business goals. Employees performances determined the success of any organisation for organisation effective completion in any business environment is determined by the input and output of its employee. Employees performance relatively has influence on the organisation, so also the organisation has significant influence on the employees performance, both structure employees and the organisation may be influence by their environment, no doubt, environment has influence on the development of organisation, but the employee most job performance are most influence by the organisation, ether, as in motivation, leadership role, training and development and attention on feedback as a method of improving on employee behaviour, these factors have impact on employees performance.⁴

Public Service Commission of south Africa Guide ⁶³ on performance management for social development departments, provides five steps for performance management process:

1. Decide what needs to be done/ achieved. In other words, decide what are the key performance areas and objectives.
2. Design measures to assess performance under each key performance area.
3. Assign responsibility to a specific person/s for each key performance area. Make sure resources are allocated, and authority delegated, commensurate with the responsibility conferred.
4. Measure performance and give feedback.
5. Review performance, preferably in a formal setting, and make the necessary adjustments to plans and processes.

Either at the individual or team level performance management is a process of maximise employees skill and ability in order to improve on employee performance and increases in organisation productivity, achieve better

result by understanding and managing performance within an agreed frameworks of planned goals and the organisation objectives. The essence of performance management is to improve productivity in an organisation and effective competition through employee ability and skills. This is where the managers needs to be committed to both employees and organisation goals and objectives. Consistence in all decisions making when implementing the organisation policies and objectives, conservative to maintain the organisation policies for improve employees performance, with effective communication and determined to achieve organisation objective.

It is the desire of every employee to attain high and improve on performance in all these manager needs to create an enabling environment for improvement and every efforts to assist employee. It is true dedication, efficiency, and efficient, control, and of employee management that can help manager. Human performance is managed in order to achieve positive successes, avoid negative success and failures and be hospitable to positive failure.¹²

Employee is the most value asset and the organisation has a lot to benefit when employees performance improved and production increased. At times employees performances are below expectation, it may not be as result of employee lack of skill, but may be on the fact that employees as team or individual are not adequately motivated, leadership roles may also influence employees performance, ineffective training programmes and wrong feedback information, employees in any organisation desires better deals or an influential that will boost morale at any giving point in time. labour leaders often argue that workers can be motivated by more pay, shorter working hours, and improved on employee behaviour. Meanwhile, some experts suggest that motivation can be enhance more effectively by providing employees with more autonomy and greater responsibility.^{26,10}. Leader knows when to make tough decisions, when to lead and encourage employees and influence employees behaviour without force and employees accept their decision. The purpose of training and management development programs is to improve employee capabilities and organisational capabilities. When the organisation invests in improving the knowledge and skills of its employees, the investment is returned in the employees performance will improved and organisation productivity increased. Training and development programs may be focused on individual performance or team performance. The creation and implementation of training and management development programs should be based on training and management development needs identified by a training needs analysis so that the time and money invested in training and management development is linked to the mission or core business of the organisation.⁶⁸

In nutshell, if employees are managed effectively. Employees in a organisation are required to generate a total commitment to desired standards of performance to achieve a competitive advantage and improved performance for sustaining that competitive advantage at least for a prolonged period of time, if not forever.⁵⁵ Employee perform their duties relatively to the organisation ability to influence, (motivation) training and development acquired and the feedback for the purpose of improve on employee behaviour. Employee's feedback indicates the performance of employee at a given time, and how the organisation of the organisation with the employee performance, employees' learning, commitment to work, challenges confronting employees in work place as individual. When the feedback is positive it will motivate employees' to improve but when the feedback is negative this where the leader needs to examine the organisation leadership styles and the training programmes.

1.2 Objectives of the Study.

The primary objective of this paper is to examine the factors that may influence increase in employee's performance and productivity, among others the objectives of this study are as follows:

- To examine how motivation (either monetary or non monetary) will influence employee performance and productivity in an organisation.
- To examine how leadership role in an organisation will undermine or improve employee performance and productivity in organisation.
- To analysis training and development programmes that will influence employee performance and increases in productivity.
- To examine the impact of feedback on employee behaviour and its influence on employee performance and productivity.

1.3 Research Questions.

- How can motivation influences employees performance and productivity?
- Will leadership roles influences employee's performance and productivity?
- How can training and development improves employee performance and productivity?
- Does feedback has any influence on employee's behaviour?

1.4 Hypotheses.

- H01:** There is no significant relationship between employee's motivation and increases in employee's performances and productivity.
- H02:** There is no significant relationship between leadership role and employee performance and productivity.
- H03:** There is no significant relationship between employee training and development and employee's performance and productivity.
- H04:** There is no significant relationship between employee behaviour and employee performance and productivity.

LITERATURE REVIEW

2.1 Introduction.

Performance Management is a collaborative, on-going process between a supervisor and an employee to plan for, develop, and evaluate an employee's work. It focuses on what employees do and how they do it; it aligns individual, departmental, and organisation goals; it identifies areas for employee development and opportunities for organisation development. Performance management is ongoing. It involves a never-ending process of setting goals and objectives, observing performance, and giving and receiving ongoing coaching and feedback. Performance management requires that managers ensure that employees' activities and outputs are congruent with the organisation's goals and, consequently, help the organisation gain a competitive business advantage. Performance management therefore creates a direct link between employee performance and organisational goals, and makes the employees' contribution to the organisation explicit.¹

The performance management process creates a platform through which employees, supervisors and the management collaborate to enhance effective work results and job satisfaction. This process is most effective when all parties concerns (employee, the supervisor and the management) take an active role and work together to accomplish the goals and objectives of the organisation, in respect to these following assertions;

- what's expected of an individual employee and team and what standards must be maintained,
- what will the employee strive to achieve in the organisation and what the organisation strive to achieve from the employees through the set development goals,
- what knowledge/skills will the employee work to develop or enhance to achieve all these goals within stipulated year, and provide feedback about the employee's performance and behaviour and areas that requires to be improve.

Employee performance in institutions results in a more motivated work force that has the drive for higher productivity, quality, quantity, commitment and drive. In the same vein organisations would be more effective, efficient, flexible, committed and profitable as a result of an emphasis on trust, which goes hand in hand with productivity; less hierarchical and bureaucratic structure; a high level of worker involvement; all of which would create an employee and organisation management systems.^{20,57}

2.2 Performance Management: The Goal Setting Theory.

Goal-setting theory was developed inductively within industrial/organisational (I/O) psychology over a 25-year period, based on some 400 laboratory and field studies. These studies showed that specific, high (hard) goals lead to a higher level of task performance than do easy goals or vague, abstract goals such as the exhortation to "do one's best." So long as a person is committed to the goal, has the requisite ability to attain it, and does not have conflicting goals, there is a positive, linear relationship between goal difficulty and task performance. Because goals refer to future valued outcomes, the setting of goals is first and foremost a discrepancy creating process. It implies discontent with one's present condition and the desire to attain an object or outcome.

Goals are related to affect in that goals set the primary standard for self-satisfaction with performance. High, or hard, goals are motivating because they require one to attain more in order to be satisfied than do low, or easy, goals. Feelings of success in the workplace occur to the extent that people see that they are able to grow and meet job challenges by pursuing and attaining goals that are important and meaningful.^{43,44}

Goal setting theory emphasis that; employees are given a task to perform (e.g. brainstorm, simple addition, a management stimulation; in field settings, natural work tasks are used) and are assigned various performance goals to attain a specific time limit. They are giving feedback showing progress in relation to the goals, where relevant. Employees were may also asked to fill out questionnaires asking them to describe: their personal goals (irrespective of assigned goals); their degree of self-efficacy, their degree of goal commitment, etc. goals may be self- set rather than assigned; employee may participate in setting goals; goal conflict may be induced.^{43,44}

The study found that the more difficult the goal, the greater the achievement. They are linear functions assumes that the individual is committed to the goal and possess the requisite ability and knowledge to achieve it. Without these, performance does drop at high goals levels.^{43,44} It is that the goal-setting of motivation assumes that behaviour is a result of conscious goals and intentions⁴². Therefore, by setting goals for people in the organisation, a manager should be able to influence their behaviour. Given this premises, the challenge to develop a thorough understanding of the processes by which people set goals and then work to reach them.²⁶

The Goal Setting theory found that high commitment to goals is attained when

- a. the individual is convinced that the goal is important and;
- b. the individual is convinced that the goal is attainable (or that, at least, progress can be made toward it). One way to convince an employee that goal is important in work situation, is for the supervisor or leader to use legitimate authority to get initial commitment.⁴⁴ Continued commitment might require additional incentives such as supportiveness, recognition and rewards. Financial or incentives given may facilitate employees commitment to work and provide rooms for increases in performance, expect when rewards are offered for attaining impossible, (or wrongly apply due to bias behaviours of the leader) performance actually drop.⁴¹ Employee participation in goal setting (that is, joint goal setting by supervisor and employee) leads to higher commitment that merely telling employee what to do without explanation, for supervisor to conclude that subordinates "ought to know", does not lead to higher commitment than providing a convincing rationale for an assigned goal.^{39,44}

Employee participation in goal setting is the most beneficial for formulating strategies for attaining organisational goals.³⁷....."but provided the employee possess relevant knowledge".⁶²

Employee commitment can be enhanced through effective leadership. relevant leadership techniques include:⁶

- providing and communicating an inspiring vision for the company or organisation.
- acting as role model for the employees
- expecting outstanding performance
- promoting employees who embrace the vision and dismissing those who reject it
- delegating responsibility ("ownership") for key tasks; goal setting itself can be delegated for capable, responsible employees;
- expressing (genuine) confidence in employee capabilities
- enhance capabilities through training
- asking for commitment in public.

Employee can attain goal when they believe that its within their capacity.

This implies three major principles to commitments

1. adjust the goal to the person's present capacity
2. raise the person's capacity through training and experience
3. change the person's perspective on their capacity through experiences of confidence and role modelling.⁶

Self-efficacy which is the one of the component of social cognitive theory shows that self-efficacy can be improve through enactive mastery, persuasion and modelling, provide employee with training base on their skill and experience. Employee with high self-efficacy are more likely to set high goals or to accept difficult assigned goals or to committed themselves to difficult goals. Employees pursue goals effectively when they got the feedback from their previous performance or that of their fellow colleagues, this is for the employees to challenged themselves, ether to improve on the previous performance. For goals to be effective, people need summary feedback that reveals progress in relation to their goals. If they do not know how they are doing, it is difficult or impossible for them to adjust the level or direction of their effort or to adjust their performance strategies to match what the goal requires. The effect of performance feedback depends on the employee goal set and his/her responses to these goals.⁶

The attribute of goal can be regarded as a goal with object or aim of action. This regards goals need to be SMART. Specific, Measurable, Achievable, Realisable and Timely⁴⁴.

Specific: First, goals need to be specific. That is, employee needs to spell out exactly what employee wants to accomplish. Vague goals can feel overwhelming and unachievable.

Measurable: Successful goals also need to be measurable or else there is no way to determine if employee have achieved the set goal.

Achievable: When setting goals, it's important to choose ones that are actually capable of attaining. Eliminate impossible or highly unlikely objectives.

Relevant: Goals should be set with reality with clear purpose.

Timely: Finally, it's important to set goals that achievable or completed within a specific of time frame you actually have time to complete.

2.3 Performance Management: The McClelland's Motivation Theory.

Managing a group of employee or people with different, background, ethnicity, religious, race, and personalities is never an easy task. For manager or supervisor to influence employees positively individual or as team, it's essential to know what motivates employee, how they respond to feedback and praise, and their responses to organisation goals. David McClelland's Human Motivation Theory gives manager means of identifying employees motivating drivers and needs. McClelland's theory sometimes referred to as three need theory or the theory of learned needs, the theory contends that individuals are motivated by three basic drivers: ^{51, 53, 55}

- the need for achievement (N-Ach)
- the need for power (N-Pow) and
- the need for affiliation (N-Affl).

The Need for Achievement (N-Ach): The best known of the three, is the desire to accomplish a goal or task more effectively than in the past. People with a high need for achievement have desire to assume personal responsibility, a tendency to set moderately difficult goals, a desire for specific and immediately feedback, and a preoccupation with their task. The need for achievement is " to accomplish something difficult. To master; manipulate, or organize physical object; human beings or ideas. To do this as rapidly and as independently as possible. To overcome obstacles and attain a high standard. To excel one's self. To rival and surpass others. To increase self-regard by the successful exercise of talent."⁵⁶

Individuals high in this dimension differentiate themselves from others by their desire to perform at a more advanced level than their peers.⁵¹ Although achievement could be measured in terms of mastery and competitiveness, it also reflects individuals' desires to excel relative to themselves.²⁷ High achievement needs motivate individuals to seek relatively difficult vocations.⁵⁰ Further, high achievement individuals are more satisfied in jobs that involve both high skill levels and difficult challenges.¹⁵ Similarly, individuals high in achievement needs more frequently seek feedback en route toward goal completion. People of high achievement have tendencies for training and development and personal urges to attain high at any circumstances.⁴⁹

The Need for Power (N-Pow): The need for power reflects an individual's desires to influence, coach, teach, or encourage others to achieve. People with a high need for power like to work and are concerned with discipline and self-respect. There is a positive and negative side to this side. The negative face of power is characterized by an "if I win, you lose" mentality. In contrast, people with a positive orientation to power focus on accomplishing group goals and helping employees obtain the feeling of competence.³⁵

Those with a high need for power work best when they're in charge. Because they enjoy competition, they do well with goal-oriented projects or tasks. They may also be very effective in negotiations or in situations in which another party must be convinced of an idea or goal. The need for power is the desires to be influential in a group and to control one's environment. Research has shown that people with a strong need for power are likely to be superior performance, have good attendance record, and occupy supervisory positions. Manager as group tend to have a stronger power motive than the general population and that successful managers tend to have stronger power motives than less successful managers.^{35,52}

The Need for Affiliation (N-Affl). Like Maslow's belongingness needs the needs for affiliation is a desire for human companionship and acceptance. People with a strong need for affiliation are likely to prefer (and perform better in) a job that entails a lot of social interaction and offers opportunities to make friends. This need is for friendly relationships and human interaction. The need "to feel liked" and "accepted" by others. A person with a high need for affiliation is likely to be a team player and thrive in a customer services environment. They will perform best in a co-operative environment. McClelland said that a strong need for affiliation will interfere with a manager's objectivity. The "need to be liked" will affect a manager's decisions, prompting them to make decisions to increase their popularity rather than furthering the interests of the organisation.^{54,26}

For those who value friendship and prefer cooperation over competition, demonstrating a willingness to meet stated standards of conduct, and to accept accountability for others might be taken as a sign of organisationally

desired civility.⁵³ High levels of affiliation motivate individuals to be both sympathetic and accommodating toward (i.e., needs for power, achievement, and affiliation) others.⁵⁰

2.4 Performance Management: The Leaders Roles.

The leaders plays a significant role towards the improvement of employee tasks accomplishment and increases in performance, the essential roles of leaders may improve employees performances and the same time makes the employees performance to decline, this is because the leaders in organisation inspires, leads direct, and significantly influence employees in work environment. Leaders inspiring people to do their best to achieve a desire result. it involves developing and communicating a vision for the future, inspire to set goals, motivating people and securing their engagement. Leaders employee towards achieving a goal which they might not have been able to achieved, so readily employee has been left to their own personal ability devices, leadership as the individual behaviour guide a group to achieve the common target. Leadership as a leading strategy to offer inspiring motive and to enhance the employees potential for growth and development. Several reasons indicate that there should be a relationship between leadership style, employee performance and organisation increases in productivity.^{4, 64, 23}

Leadership as a social influence process. It involves determined the group or organisation's objectives, encouraged behaviour in pursuit of these objectives, and influencing group maintenance and culture. It is a group phenomenon; there are no leaders without followers. Because of that, leaders who are always stand on the stem of the ship; play a vital role in group or organisation. Therefore, leaders must be the good image in others' eyes; especially leader's words are golden words in term of followers' respect.¹⁸

The excellent leader not only inspires subordinates potential to enhance efficiency but also meets their requirements in the process of achieving, self efficacy and organisational goals.⁴⁰ Leadership skills includes the ability to inspire others,⁴

- persuade other willingly to behave differently;
- classify what needs to be done and why;
- communicate a sense of purpose to their team;
- get their team into action so that the task is achieved.

Organisation anticipating for improve employees performance in order to create effective change and develop new organisational structures, effective leadership roles management and performance management are essential to ensure that the change and new organisation structure anticipating for are achieved increased effectiveness, efficiency and improves employee performance. The improvement of employees performance depend largely on the leaders roles and its influences on their employee, motivate, inspire, and control. Management as a process is rooted in the interactions of people at work directed towards maximization of efficiency and scarce resources: labour, machines, raw materials and information.²⁸.

Leadership style is an important determinant of motivation. The reactions of employees to their leaders usually depend on the characteristics of the employees as well as on the characteristics of the leaders. While motivating people to enhance job satisfaction. The concept of attitude is a force powerful in determining output. Aligned to this concept is Locke's formulation of value and its importance to work goals and subsequently job satisfaction. Therefore, managers should consider the significance of attitudes and values both in their leadership journey.^{69, 25}

The Leadership Theories.

2.4.1 Situational Leadership

This approach sees leadership as specific to the situation in which it is being exercised. For example, whilst some situations may require an autocratic style, others may need a more participative approach. It refers to the amount of control and influence the leader has in his/her immediate work environment.

The three dimensions of situational leader are as follows:³⁵

Leader-Member Relations: This reflect the extent to which the leader has the support, loyalty, and trust of the work group. This dimension is the most important component of situational control. Good leader-member relations suggest that the leader can depend on the group, this ensuring that the work group will try to meet the leader's goals and objectives.

Task Structure: This is concerned with amount of structure contained within tasks performed by the work group. Structure tasks have guidelines for how the job should be completed, the leader has more control and

influence over employees performing such tasks. This dimension is the second most important component of situational control.

Position Power: This refers to the degree to which the leader has formal power to reward, punish, or otherwise obtain comprehensives from employees.²¹

2.4.2 Transactional Theory

This approach emphasises the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers. Transactional leaders exhibit specific leadership skills usually associated with the ability to obtain result, to control through structure and processes, to solve problems, to plan and organise, and work within the structures and boundaries of the organisation.⁴

2.4.3 Transformational Theory: transformational leadership occurs when a leader transforms, or changes, his or her followers in three important ways that together result in followers trusting the leader, performing behaviours that contribute to the achievement of organisational goals, and being motivated to perform at a high level.

Transformational leaders:⁹

- Increase subordinates' awareness of the importance of their tasks and the importance of performing well.
- Make subordinates aware of their needs for personal growth, development, and accomplishment.
- Motivate their subordinates to work for the good of the organisation rather than exclusively for their own personal gain or benefit.

2.5 Performance Management Through Training and Development.

Careful selection and recruitment process of organisation is not a guarantee that employee will perform effectively. Even high-potential employees can't perform any organisation job if he/she doesn't know what to do and how to do the job. For employee to know what to do and how to do it is the major reasons for training and development.⁴ Training is one of the critical Human Resource function. In current globally competitive age, for organisation to survive it has to constantly update and enhance the knowledge, skill and abilities of its employees. Training is a reciprocal activity which benefits organisation, leaders, and employee. Organisation benefited through increase performance and productivity, leaders benefited through rapid goal achievement and employees benefited through personal development, career advancement and reward and compensations. Training and development play important role in the effectiveness of organisations and to the experiences of people in work. Training has implications for increases in productivity, health and safety at work and personal development. All employees in organisation need to be trained and develop its employee. Most organisation cognisant of this requirement and invest so much money, effort and other resources in training and development. Such investment can take the form of employing specialist training and development staff and paying salaries to staff undergoing training and development.^{24, 4}

Training refers to a planned effort by a organisation to facilitate employees' learning of job-related competencies. These competencies include knowledge, skills, or behaviours that are critical for successful job performance in the immediate term or near future. This is in contrast with development, which is training that provides employees with competencies for anticipated future jobs and roles.⁴ The goal of training is for employees to master the knowledge, skill, and behaviours emphasized in training programs and to apply them to their day-to-day activities. Recently it has been acknowledged that to impart a competitive advantage, training has to involve more than just basic skill development. Training is defined as "the planning and systematic modification of behaviour through learning events, programmes and instruction which enable individuals to achieve the level of knowledge, skill and competence needed to carry out their work effectively", and development is the growth or realization of a person's ability and potential through provision of learning and educational experiences.^{30, 8}

Organisation experiencing great change due to new technologies, rapid development of knowledge, globalization of business, and development of e-commerce. Also, organisation has to take steps to attract, retain, and motivate their workforces. Training is not a luxury; it is a necessity if organisation is to participate in the global and electronic marketplaces by offering high quality products and services.⁴ Training prepares employees to use new technologies, function in new work systems such as virtual teams, and communicate and cooperate with peers, customers, and stakeholders who may be from different cultural backgrounds. With any type of

training, it is critical that the activities are linked with all human resource management practices within an organisation. In addition to enhancing an employee's performance (through goal setting and performance management), training should also align with recruitment (through orientation programs), retention (effective and meaningful opportunities for skill development), succession planning (forecasting the correct competencies required by employees to ensure the ongoing viability of the organisation), and workplace health and safety issues (legal compliance).

2.5.1 The Training Design Process.

Refers to a systematic approach for developing training programs. ^{66, 30, 32, 13, 67}

1. is to conduct a needs assessment, which is necessary to identify if training is needed.
- 2 is to ensure that employees have the motivation and basic skills necessary to master training content.
- 3 is to create a learning environment that has the features necessary in order for learning to take place.
- 4 is to ensure that trainees apply the training content to their jobs. This step involves having the trainee understand how to manage skill improvement as well as getting co-worker and manager support.
- 5 is to develop an evaluation plan. Developing an evaluation plan includes identifying what types of outcomes training is expected to influence (for example, learning, behaviour, skills), choosing an evaluation design that allows organisation to determine the influence of training employees and planning how to demonstrate training's effect on the "bottom line" (that is, using a cost-benefit analysis to determine the monetary benefits resulting from training). This is also known as measuring a training program's return on investment (ROI).
- 6 is to choose the training method based on the learning objectives and learning environment. This step may include a traditional training method of face-to-face interaction with a trainer, or e-learning using a CD-ROM or web-based training.
- 7 is to evaluate the program and make changes where necessary or revisit any of the earlier steps in the process to improve the program so that learning, behaviour change, and the other learning objectives are obtained.

When Employees' are motivated towards training programmes in organisation is an important factor in the effectiveness of such programmes. Job utility and career utility greatly affects employees' motivation towards training and development programmes. Well-motivated employees are more likely to have a positive perception of the training environment in their organisations. This has been shown to lead to greater participation in training activities. When employees are motivated to learn there is every tendency that they will apply learnt skills more effectively in their work. The benefits resulting is to generate positive feelings towards the organisation, and in order to enhance affective commitment.

In training and development context employees will be motivated to learn if they perceive the importance of training and development with respect to their expectation in the form of improved performance, reward, bonuses and promotion. Employees who perceive training beneficial will be more committed to organisation. Furthermore, it is pointed out that "the best result that training alone can achieve is an increase in capability i.e., the ability to perform".² It is further explained that in order to achieve high level performance from employees there should be incentive or rewards together with proper feedback, direction and job aids which in turn drives effective performance.⁶⁷ This means that employees who perceive training effective means of satisfying their lower level needs together with high level needs such as self esteem or self actualization will be more effective performers.¹⁶

2.6 Performance Management Through Feedback.

Goal setting and performance feedback go hand in hand. Without feedback goal setting is not effective. For goals to be effective, people need summary feedback that reveals progress in relation to their goals. If they do not know how they are doing, it is difficult or impossible for them to adjust the level or direction of their effort or to adjust their performance strategies to match what the goal requires.³⁶ When people find they are below target, they normally increase their effort or try a new strategy. Summary feedback is a moderator of goal effects in that the combination of goals plus feedback is more effective than goals alone.⁵ Feedback adds value to the employees' preferences, and going forward by giving better shape to the factors of motivation they are able to improve their performance and ultimately increases the momentum of organisational performance.^{48,7, 65, 19}

Performance feedback can be provided on both the outcome and process of goal related striving. Outcome related feedback relates to successful attainment or failure to obtain a desired level of performance. Process related feedback can address effectiveness of performance strategies or plans aimed at achieving a goal, as well as achievement of short term goals that represent incremental progress towards the final goal. Process feedback has been identified as particularly important for complex or difficult tasks. Setting specific and difficult goals for complex tasks may inhibit performance by encouraging a focus on the desired outcome rather than the most

effective strategies to reach that point. Providing feedback on the effectiveness of task strategies can overcome this effect.⁴³

Implementation of formal practices, such as training and feedback can reduce the short comings in performance of employees and this is necessary that both should be given important attention.^{34, 29}. There is lack of adoption of such practices in many organisations and they find their employees turning away from their targets as there is no environment of proper training and taking feedback or providing healthy response. Generally, it is common in many small organisation and some large organisation.⁴⁵ Big organisations try to create the environment where their employees are equipped with abilities and skills of working in any local or foreign environment. The concept of 360 degree feedback, though it can be very much critical but, prepares every level employee to remove the ambiguities of its routine activities and polish their skills by making them productive for achievement of their goals.⁴⁷ Feedback from employees of all level from every perspective is informative on one end to the management while on other end it allows employees to know about how much they are deviating from the goals. It makes them more goals oriented and committed to achieve them. Feedback is a source of improvement of quality of products and strengthen the performance of the workforce. Hence, it defines how to remove the barriers among employees' abilities and results required out of them by the organisation.³¹

2.7 What Do Employee Wants.

To attract and retain talent and gain commitment to the organisation, organisations must develop a deeper understanding of what current and future employees really want, taking into account that:²²

- Some key features of the employment relationship appeal to all segments of the employees;
- Other aspects of the employment relationship have a significantly different impact on various subgroups--for example, the factors that motivate or retain mid-career female workers differ substantially from those that are attractive to young male employees--and
- The human resources policies and organisational features that are the most important for generating employee commitment are often not the same as those that actually help retain talent.

Based on the results of the research and the practices from organisation that has built some of the world's leading employment brands.

10-step approach to creating a successful employee performance strategy were developed:²²

1. Create a clear and compelling strategy and vision for the company.
2. Identify the core capabilities needed to excel at this strategy and to continuously improve performance--distinguishing between those skills available externally from those that must be developed in-house.
3. Seek out the best sources of these skills wherever they are available globally--and offer these individuals opportunities to advance and contribute, regardless of nationality.
4. Understand the factors that are most important in attracting and retaining individuals with these key capabilities and in gaining their commitment to the enterprise.
5. Recognize that different groups of employees want different things from work and that their priorities are likely to shift as they progress through the various stages of their lives and careers.
6. Create multiple career paths {e.g., technical ladders, rotational assignments, opportunities to join new internal ventures} to replace the declining number of managerial promotion slots in today's flatter organisations.
7. Craft individual development opportunities so employees can build the capabilities that create maximum value for themselves and the company.
8. Hold both employees and management accountable for meeting development objectives and sharing the knowledge they gain with the organisation.
9. Tie rewards and recognition to organisational and team performance and enhancement of skills, rather than placing too strong an emphasis on pay-for-individual performance.
10. Seek opportunities to rapidly enhance the company's talent through strategic acquisitions, recognizing that these acquisitions need to be managed differently than traditional mergers.

2.8 The Importance of Performance Management

Effective Performance Management will support organisation's commitment to achieve its objective, develop, and competitively compensate an outstanding employee for preparing them for future needs. It facilitates on-going conversations between employees and their supervisors that benefit all. Performance management drives consistency and openness across the organisation and evaluate work. It allows employees to improve and develop their skills in their current jobs and gain additional skills for future positions. Performance management helps employees and manager to succeed.⁴

Effective communication between employees and managers is the key to successful performance management. Regular feedback helps employees focus their work activities, for employees, the manager, and the organisation achieve their goals. It builds accountability, trust, transparency since employees and managers participate in developing goals, identifying competencies, and discussing career development.²⁶

The performance management process allows employees to understand:^{26, 22, 4, 35}

- What their goals and/or duties are and what is expected of them;
- The criteria for success and how well they are doing;
- How their responsibilities help achieve organisational goals; and,
- How they can improve job performance.

Supervisors benefit from the process also by:

- Understanding the proficiency with which employees are achieving goals and/or carrying out duties;
- Having a basis for coaching for improvement;
- Fairly determining pay for performance;
- Fairly recognizing and motivating high performers;
- Identifying training and development needs; and,
- Supporting career development opportunities.

The performance management process complements the organisation recruitment and selection process and leadership characteristics by:²⁶

- Making explicit the relationship between employee, manager and organisation goals which allows employees to be more effective and enjoy every sense of belonging in the organisation purpose;
- Requiring that employees be evaluated based on clear and agreed upon goals, competencies, and development plans;
- Giving employees specific expectations that they understand, and helping them to achieve high performance; and,
- relating pay to performance by rewarding significant achievement without bias.

Research Method.

3.1 Introduction.

This study associated with the deductive in its approach and it provides answers to what to study, how to study, and where to study. Also, it was descriptive in nature and given insight to quantitative data that were analysed. The section further considered major issues such as research design, population of the study, sample selections, methods of data collections, instrument for data collections, test of validity and reliability and methods for data presentation and analysis which make the study more meaningful and accurate. A research design is the structuring of investigations aimed at identifying variables and their relationships. Essentially, field study approach was adopted for this study because of its peculiar nature. Questionnaires were used to obtained data for the study. The questionnaires were carefully structured and simply designed in order to ensure easy answering, consistency in responses and at the same time to eliminate ambiguity and suspicious. The questionnaires were divided into two sections. Section A deals with demographic characteristics of the respondents, such as sex, marital statue etc while section B was design to sort for the respondents opinion on the subject matter.

3.2 Population of the Study.

The population of this study comprises of employees in the manufacturing sector. This choice of areas of study provides a platform for interesting and comprehensive investigation of management of performance and productivity in the manufacturing sector.

3.3 Sample Selection and Sampling Techniques

Sampling is the statistical process of selecting a subset (called a “sample”) of a population of interest for purposes of making observations and statistical inferences about the population. The sample selections for the study comprises of five manufacturing companies in Nigeria business environment. It is naturally neither practical nor feasible to study the whole population in any study. Hence, a set of participants is selected from the population, which is less in number (size) but adequately represents the population from which it is drawn so that true inferences about the population can be made from the results obtained.

Therefore, equal number of questionnaire were administered to employees in these organisations. The total number of three hundred and fifty (350) questionnaires were distributed to the five organisations randomly selected for study. This shows that seventy (70) questionnaires were equally distributed to each organisation as the selected sample.

3.4 Methods of Data Collections.

The questionnaire distribution method provided a platform for in-depth probing into salient issues that was relevant for data collection. Notwithstanding, the historical analysis from the literature also form part of the background information of this study. The historical account of the study involves investigating, recording, analyzing and interpreting past events as they relate to performance management in organisation. The data required for this research work were both qualitative and quantitative. The study engaged both primary and secondary sources of data. By primary sources, required data and information collected directly from the sample (population) through the use of structured questionnaire. Secondary sources of data, on the order hand, refer to the information gathered from already published or unpublished materials, such as, magazines, journals, newspapers, articles, relevant textbook, materials from internet, term papers and archival documents on the subject areas.

3.5 Instrument for Data Collection.

The survey data performance management were gathered using a well structured questionnaire. The questionnaires contain both closed and open-ended questions and were divided into two sections, with each of the sections addressing a specific segment of the study. The first section of the questionnaire solicit information on the socio-biography of the respondents. The second segment dwell on the extent to which performance management procedures have been able to enhance increases in employees performance and productivity.

3.6 Test of Validity and Reliability.

Measurement instruments were tested for validity and reliability. To ensure reliability of the research instrument, pilot test was carried out before final collection of data through questionnaire. This helped to ascertain vagueness and clarity of the instrument; few respondents were selected within neighbourhood. Responses gathered from these respondents were correlated with the value of responses correlated and interpret with the objectives of the study. The value of the instrument was considered reasonably high, since the value of the respondents responses from the instrument correlated with the research objectives.

In order to ensure reliability of the instrument for effective validity; amendments were made based on the result of the re-test of questionnaires administered.

3.7 Methods of Data Presentation and Analysis.

The quantitative and qualitative data obtained were analyzed and computed based on the research objectives and the four hypotheses of this study. The quantitative data were analysed using simple percentage and Pearson correlation statistical techniques. Measurement of Pearson correlation and simple percentage are considered appropriate as quantitative tools for analysis data in this study. The combination of these two statistical techniques were predicated on their ability to demonstrate with statistical accuracy, the extent to which the performance management procedures in an organisation aided or hindered performance and productivity of employee in within the time frame of the study. The analyses was conducted simultaneously with data collection, interpretation, and narrative report.

Data Analysis and Findings.

4.1 Introduction.

The number of two hundred and fifty (250) questionnaires are distributed to five manufacturing companies randomly selected for study, two hundred and thirty two (232) questionnaires were returned and two hundred and twenty eight (228) questionnaires are certified okay for analysis. The total number of questionnaires certified okay for this study constitute 91.2% this percentage is consider okay for study. The analysis of the data collected from the respondents through questionnaires show that the respondents have various experiences in their work place, they are mentally alerts, mature, academically endure and quite understanding the objective of the study.

Table i: Demographic of Respondents.

	Details	Frequencies	Per%
Gender	Male	143	62.7
	Female	85	37.3
Designations	Administrative officer	65	28.5
	Manager	86	37.7
	Supervisor	77	33.8
Years in Service	< 5	37	16.2
	5-10	69	30.3
	11- 15	68	29.8

Qualifications.	16 +	54	23.7
	Diploma	57	25
	Graduate	67	29.4
	Post Graduate	78	34.2
	Others	26	11.4

Table ii: Research Questions Analysis.

S/n	Questions.	Options.	Frequencies.	Per%
1.	On the uses of motivation, such as reward and increases in employees incentives to enhance effective goal setting and employees performance.	Strongly Agree	92	40.4
		Agree	95	41.7
		Undecided	14	6.1
		Disagree	12	5.3
		Str.Disagree	15	6.6
			228	100
2.	Leadership roles for enhancing employees self- efficacy and increases in employees performance.	Strongly Agree	99	43.4
		Agree	102	44.7
		Undecided	7	3.1
		Disagree	11	4.8
		Str.Disagree	9	3.9
			228	100
3.	On employees' training and development for enhance employees performance.	Strongly Agree	101	44.3
		Agree	105	46.1
		Undecided	8	3.5
		Disagree	7	3.1
		Strongly Disagree	7	3.1
			228	100
4.	Effect of feedback on employee for the improvement of employees' performance.	Strongly Agree	96	42.1
		Agree	115	50.4
		Undecided	5	2.2
		Disagree	5	2.2
		Strongly Disagree	7	3.1
			228	100

Source: Field survey 2015.

The analysis of question one shows that 40.4%, 41.7%, 6.1%, 5.3% and 6.6% of the respondents strongly agreed, agreed, undecided, disagreed and strongly disagreed respectively that motivation has influencing on the employees' performance.

Question two shows that 43.4% strongly agreed, 44.7% agreed, 3.1% undecided, 4.8% disagreed and 3.9% strongly disagreed that leadership role can enhance employees' self-efficacy and improve performance.

Question three indicates that 44.3% and 46.1% of the respondents strongly agreed and agreed that training and development has significant influence on employees' performance, 3.5% were undecided, 3.1% disagreed and 3.1% disagreed respectively.

The analysis of question four shows that 42.1%, 50.4%, 2.2%, 2.2%, and 3.1% strongly agreed, agreed, undecided, disagreed and strongly disagreed respectively that feedback on employees previous performance will influence employees' performance.

The Test of Hypotheses.

4.2 Introduction

The Pearson Product Movement Correlation statistical method was used to conduct the test of hypotheses, this instrument was used in order to show the relationship between two variables. The analysed questions in the above table that has direct link with the formulated hypothesis were used for the test.

Table iii: To show the Relationship between Motivation and Performance.

	X	Y	X ²	Y ²	XY
	5	92	25	2668	460
	4	95	16	9025	380
	3	14	9	196	42
	2	12	4	144	24
	1	15	1	225	15
Total	15	228	55	12258	921

$$r = \frac{5(921) - (15)(228)}{\sqrt{[5(55) - (15)^2][5(12258) - (228)^2]}}$$

$$r = \frac{4605 - 3420}{\sqrt{[275 - 225][61290 - 51984]}}$$

$$r = \frac{1185}{\sqrt{[50][9306]}}$$

$$r = \frac{1185}{\sqrt{465300}}$$

$$r = \frac{1185}{682.13}$$

$$r = 1.7$$

The result shows high positive relationship between motivation and employee performance. any mismanagement in any of this variables will affect other and employees performances.

Table iv: Table iii: To show the Relationship between Leadership Role and Employees' Performance.

	X	Y	X ²	Y ²	XY
	5	99	25	9801	495
	4	102	16	10404	408
	3	7	9	49	21
	2	11	4	121	22
	1	9	1	81	9
Total	15	228	55	20456	1075

$$r = \frac{5(1075) - (15)(228)}{\sqrt{[5(55) - (15)^2][5(20456) - (228)^2]}}$$

$$r = \frac{5375 - 3420}{\sqrt{[275 - 225][102280 - 51984]}}$$

$$r = \frac{1955}{\sqrt{[50][50296]}}$$

$$r = \frac{1955}{\sqrt{2514800}}$$

$$r = \frac{1955}{1585.81}$$

$$r = 1.2$$

The result proven that there is positive relationship between leadership role and employees' performance. The leadership roles has influence on the employees performance.

Table v: To show the Relationship between Training and Employees' Performance.

	X	Y	X ²	Y ²	XY
	5	101	25	10201	505
	4	105	16	11025	420
	3	8	9	64	24
	2	7	4	49	14
	1	7	1	49	7
Total	15	228	55	21388	970

$$r = \frac{5(970) - (15)(228)}{\sqrt{[5(55) - (15)^2][5(21388) - (228)^2]}}$$

$$r = \frac{4850 - 3420}{\sqrt{[275 - 225][106940 - 51984]}}$$

$$r = \frac{1430}{\sqrt{[50][54956]}}$$

$$r = \frac{1430}{\sqrt{2747800}}$$

$$r = \frac{1430}{1657.65}$$

$$r = 0.86$$

The test proved that there is relationship between training and development and employees' performance. The inappropriate in organisation training programme will cause decline in employees performance.

Table vi: To show the Relationship between Feedback and Employees' Performance.

	X	Y	X ²	Y ²	XY
	5	96	25	9216	480
	4	115	16	13225	460
	3	5	9	25	15
	2	5	4	25	10
	1	7	1	49	7
Total	15	228	55	22540	1080

$$r = \frac{5(1080) - (15)(228)}{\sqrt{[5(55) - (15)^2][5(22540) - (228)^2]}}$$

$$r = \frac{5400 - 3420}{\sqrt{[275 - 225][112700 - 51984]}}$$

$$r = \frac{1980}{\sqrt{[50] [60716]}}$$

$$r = \frac{1980}{\sqrt{3035800}}$$

$$r = \frac{1980}{1742.35}$$

$$r = 1.1$$

The above result proved that there is perfect relationship between feedback and employees' performance. Effective management of feedback will influence employees performance.

4.3 Discussion of the Findings.

4.3.1 Employee Motivation and Performance.

The analysis of question one in table ii and the test of hypothesis in table iii shows that motivation has relevant and significant impact in employees performance and increases in productivity, it gives rooms for to set goals and strive to hard to achieve the organisation objectives. Being the fact that the individual employee performance is generally determined by three things: motivation (the desire to do the job), ability: (the capability to do the job), and the work environment (the resource needed to do the job). If an employee lack ability , the manager can provide training or replace the worker. If there is resource problem, the manager can correct it. But, if motivation is the problem, the task for the manager is more challenging. Individual behaviour is a complex phenomenon, and manger may be hard-pressed to figure out the precise nature of the problem and how to solve it. Thus, motivation is important because of its significant as a determinant of performance and because of its intangible character.²⁶ Effective employee motivation has long been one of management's most difficult and important duties. Success in this endeavour is becoming more difficult in light of pressure to increase productivity and customer satisfaction while reducing cost.³⁵

Employee performance is a function of ability and motivation, where ability is comprised of the skills, training and resource require for performing a task and motivation is describes as an inner force that drives individual to act towards something. Employee performance in organisation results in a more motivated work force that has the drive for higher productivity, quality, quantity, commitment and drive.^{20, 33}

The McClelland motivation theory used in this study shows that for employee performances to be influence positively, employees needs to feel the sense of belonging, feel like and accepted. And employee is tend to perform significantly in any conducive environment, when manager allows the employee to participate in decision making process in an organisation. The need for personal power, a person needs to feel that they have power over other and the power exercise for positively to improve employee performance not to destabilised the employee. Employee desires for need to achieve, excel and succeed, to this end employee will set goals that are challenging, specific, measurable, achievable, realistic, and timely. Manager widely accept goal setting as a means to improve and sustain performance.¹⁴ Employee' performances is affected by goal orientations of employees', the quality of leader-member exchange and the outcome of job performance and job satisfaction.

Monetary incentives are one practical outcome that can be used to enhance goal commitment. However, there are important contingency factors. The first is the amount of the incentive; more money gains more commitment. Second, goals and incentive type interact. When the goal is very difficult, paying people only if they reach the goal (i.e., a task-and-bonus system) can hurt performance. Once people see that they are not getting the reward, their personal goal and their self-efficacy drop and, consequently, so does their performance.⁴⁴

In addition, every employee needs to survive in the organisation with full respect and honour, more so, when the organisation salary is attractive with return of the employee performance. Employee motivation can be monetary or non-monetary motivational factors, the monetary motivation as the rewards in monetary terms, such as increases in salaries and wages, monetary rewards, leave allowances, etc, while employees also were motivated in non monetary forms, e.g. promotion, appreciation (sometime employees do appreciate when managers says "Thanks, or Well done").

4.3.2 Leadership Roles and Employee Performance.

Question ii as analysed in table iii and tested in table iv proved that leader has significant role to play in for employee to achieve setting goals and improve performance. Leaders has power and charisma to change, influence, and mode employee behaviour and attitude towards organisation development and employee performance. Leadership is described as a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organisational goals. Leadership means vision, cheerleading, enthusiasm, love, trust, verve, passion, obsession, consistency, the use of symbols, paying attention as illustrated by the content of one's calendar, out-and-out drama (and the management thereof), creating heroes at all levels, coaching, effectively wandering around and numerous other things. Leadership must be present at all levels of the organisation. It depends on a million little things done with obsession, consistency, and care, but all of those million little things add up to nothing if the trust, vision and basic belief are not there.^{61, 58} As a process, focusing on what leaders actually do, leadership is the use of no coercive influence to shape the group's or organisation's goals, motivate behaviour toward the achievement of those goals, and help define group or organisation culture. Leadership is the set of characteristics attributed to individual who are perceived to be leaders. Thus, people who can influence the behaviour of others without having to rely on force; leaders are people whom others accept as leaders.^{60, 26}

These above definitions have one common objectives ability to influence other to achieve set goals. Employee performance and achievement depends on the organisation leadership roles, leadership behaviour may influence or motivate employee performance towards achieve individual, group and organisation goal at the same time leaders' behaviour can ruin individual, group and organisation goal.

4.3.3 Employee Training and Performance.

Question three as analysed in table iii and tested in table v shows that training and development have impact in employees performance. Effective training and development programs designed for the purpose of enhance development will encourage employee performance. Employee performance is directly based on the function of the training that will motivate them improve performance. Training helps to be creative and improve performance significantly. When the training program is good and its objectives are achieve it will increase employee ability, skill and performance. Regardless of how effective a selection system is, however, most employees need additional training if they are to grow and develop in their job. For training to achieve its objective for the purpose of employees and organisation goals, the organisation must assessing training needs, identified training needs and evaluate the training.²⁶

Accordingly, in order to perform well employees need first to have the knowledge and skills that are required for the job. Then, they must understand what they are required to do and have the motivation to expand effort to do so and even in an environment that allows that allows them to carry out the task.³³ Leaders can raise the self-efficacy of their subordinates (a) by ensuring adequate training to increase mastery that provides success experiences, (b) by role modeling or finding models with whom the person can identify, and (c) through persuasive communication that expresses confidence that the person can attain the goal.^{6, 70}

Managers are advised to enhance effort performance expectances by helping employees accomplish their performance goals. Managers can do this by providing support and training and by increase employer's self-efficacy. A management experts suggests that managers can effectively training for success by:³⁵

1. establish both individual and team goals,
2. holding individuals and team members accountable for goals,
3. showing employees how to complete difficult assignments and tasks,
4. advising employees on how to overcome performance roadblocks,
5. verbally expressing support,
6. listening to employees and fostering two-way communication,
7. sharing and recognising progress.

4.3.4 Feedback and Employees' Performance.

According to question iv as analysed in table iii and hypothesis tested in table vi proved that feedback has influence in employees performance; the feedback from employee past and present performance will allow the organisation to know the particular employee that needs to be train and the type of training and development program design suitable for employee development which will enhance development.

Feedback helps organisation members attain their performance goals. Feedback helps in two important ways. First, it helps people determine how well they are doing. Performance feedback tends to encourage better

performance. Second, feedback also helps people determine the nature of the adjustments to their performance that are required to improve.⁴⁶ For goals to be effective, people need summary feedback that reveals progress in relation to their goals. If they do not know how they are doing, it is difficult or impossible for them to adjust the level or direction of their effort or to adjust their performance strategies to match what the goal requires.⁴⁴ Feedback lets employee know if they are headed towards their goals or if they are off course and need to redirect their efforts. Goals inform employee about performance standards and expectations so that they can channel their energies. In turn, feedback provides the information needed to adjust direction, effort, and strategies for goal accomplishment.³⁵

5.1 Conclusion.

Improvement and increases in employee performance is determined with the goals employees set to achieve, employees that set difficult goals will achieve higher performance compared with employees with easy or without goal. The achievement of employee goal setting is also determined by the ability, skill acquired and the employees committed. In goal setting and its achievement for increases in performance the manager encourages employee to participate in decision making in the organisation, help employees to identify motivation drive, such as, the need for achievement, the need for power and the need for (social) belonging and affiliation. Employees' performance will improve when organisation necessary motivation factors that will influence employee to work towards the motivation drive, for example, when employees' salaries and incentives are increased, reward for the job well done, when promoted for good performance, when appreciated, and most especially, when there is an enabling environment and the materials and tools needed for the job are available. This will motivate employee to increase employee performance.

The leaders in organisation direct, lead, control, and inspire employees, therefore, the performance of employees depends on the organisation leadership roles. Leaders are the greatest motivator in organisation, the leaders' styles can significantly improve employees' performance and at the same time destroy employees' performance regardless of the tasks employee is set to achieve, the efforts employee put to work will amount to nothing and the goal set will be difficult to accomplish. Even when employee determined to achieve the objectives of goal setting and the leader has contrary views to the goal, it becomes difficult for such employee to achieve its objectives, therefore the increases in employee performance, achieving goal setting, change employee positively for performance, and transformations of employees are determined by the leadership roles and activities in organisation. When the leaders, consider subordinates' welfare, encourage employee, assign duties at an appropriate time, recognise challenges facing employee, and influence employees' behaviour and attitude without using force or threaten.

Training and development are the relevant factors that organisation can employ to improve employee performance. Employees' performance decline or remain stagnant, where employees are not training. Therefore organisation should not consider money invested on training and development as a waste, the organisation should know, the employee that needs training, the objectives of training, designing the training needs and evaluate the performance of employee before and after training. Effective training process will increase employees' performance tremendously. It is necessary that the organisation that expects improvement in employees' performance should train employee for the present and the future challenges.

Employee in all their activities deserves to know the result of their performance, either on daily, weekly, monthly, and yearly bases, it is necessary for the organisation to provide feedback to employee, this will enable the employee to know where his/she has got it wrong or right, the areas to correct for future improvement and for the organisation to know whose employees to train, the employee needs reward, appreciate, promote, employees to be retained and to sack. Though employee may feel disappointed if the feedback is negative but the situation can be corrected through motivate, encouragement, effective leadership styles and appropriate training and development program.

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